TANGIBLE RESULT #1

Provide Exceptional Customer Service

Every MDOT employee is responsible for delivering exceptional customer service by providing customers with respectful, timely and knowledgeable responses to all inquiries and interactions.

RESULT DRIVER:

Leslie Dews
Motor Vehicle Administration (MVA)

TANGIBLE RESULT DRIVER:
Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:
Sean Adgerson
Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:
To track MDOT's progress towards its mission of providing exceptional customer service.

FREQUENCY:
Annually

DATA COLLECTION METHODOLOGY:
Data is collected through a standardized survey of randomly selected Marylanders.

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE 1.1

Percent of Overall Customer Satisfaction

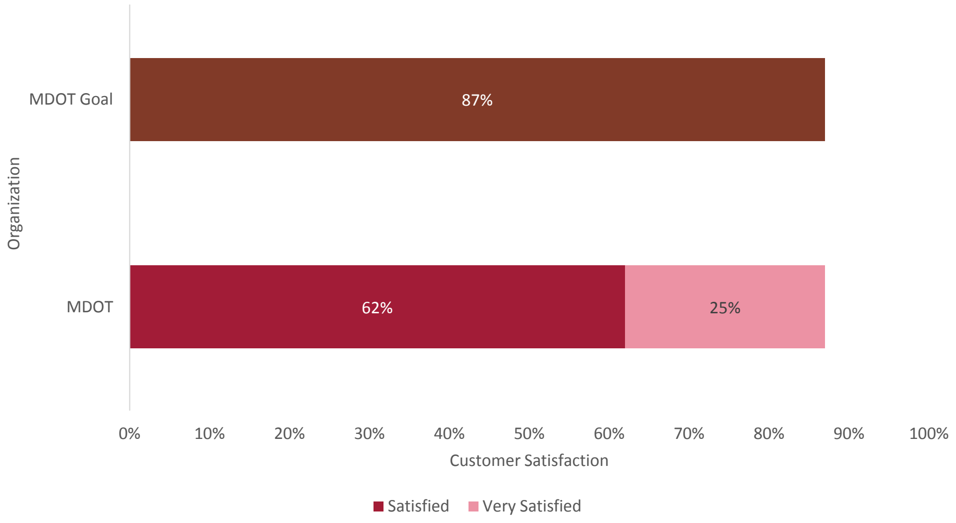
Maryland residents expect MDOT will deliver exceptional services and products. Measuring our percent of overall customer satisfaction is the best way to determine if we are delivering exceptional customer service. It also identifies areas of strength, opportunity, and weakness that should be addressed.

From June 10-July 31, 2017, a survey was conducted by the Schaefer Center for Public Policy at the University of Baltimore to gauge the satisfaction with and opinions of MDOT services across the State. Almost 900 Marylanders over the age of 18 participated in the telephone survey.

The results of the survey revealed that 87 percent of Marylanders are satisfied with the services received from MDOT. This reflects MDOT's commitment to improving the products and services it offers.

In addition to the overall customer satisfaction results, we were able obtain more information on the MDOT services that matter the most to Marylanders. Services such as providing a safe highway system and clearing of roadways during snow storms are key to MDOT's customer satisfaction rating.

Chart 1.1.1: Overall MDOT Customer Satisfaction Rating CY2017



TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Trey Hanna

Maryland Aviation Administration (MAA)

PURPOSE OF MEASURE:

To track responsiveness to customer inquiries.

FREQUENCY:

Quarterly (Data is Monthly)

DATA COLLECTION METHODOLOGY:

MDOT IQ system.

NATIONAL BENCHMARK:

30 days (MDOT established benchmark).

PERFORMANCE MEASURE 1.2A

Responsiveness to MDOT Customer Correspondence: Average Number of Days for Correspondence in the MDOT IQ System

Timely responses to customer correspondence communicates the importance MDOT places on addressing customer needs and demonstrates the organization's commitment to exceptional customer service. Inquiries, service requests, ideas, and concerns conveyed in customer correspondence often identify opportunities to improve the overall customer experience and satisfaction with MDOT.

This measure identifies MDOT's performance in responding to letters from customers sent directly to the Governor's Office. For the period of July 1, 2018 through September 30, 2018, MDOT crafted 733 responses to customer correspondence assigned by the Governor's Office. The average number of days for MDOT response was 22 days compared to 28 days in Q3 2017. Total volume decreased by 7 letters from Q3 2017 to Q3 2018.

Several variables have a role in determining MDOT response time to customer correspondence. While some responses to customers can be easily researched and turned around quickly, other letters involving legislative issues, proposed projects, studies, or other complicated concerns can impact the required approvals and turnaround times. MDOT processed 2,379 letters referred by the Governor's Office for all of CY 2017. As of September 30, 2018, MDOT has already processed 2,528 letters, and the year is not over.

MDOT has invested in both people and training to improve response times and addressed the increased volume. MDOT will continue to invest where needed to ensure employees are responsive to all customers. Improvements include identifying training needs and providing one-on-one training where needed, working with MDOT leaders to address specific issues impacting turnaround times within the TBUs, and coordinating with the Governor's Office for writing responses.

MDOT recently developed and beta tested an online training module designed to improve writing quality and adherence to correspondence guidelines for all employees and contractors. This training, combined with the annual correspondence meeting, illustrates MDOT's commitment to enhance management standards and best practices.

PERFORMANCE MEASURE 1.2A

Responsiveness to MDOT Customer Correspondence: Average Number of Days for Correspondence in the MDOT IQ System

Chart 1.2A.1: Average Number of Days to Respond to Correspondence in MDOT IQ System by TBU CY2018

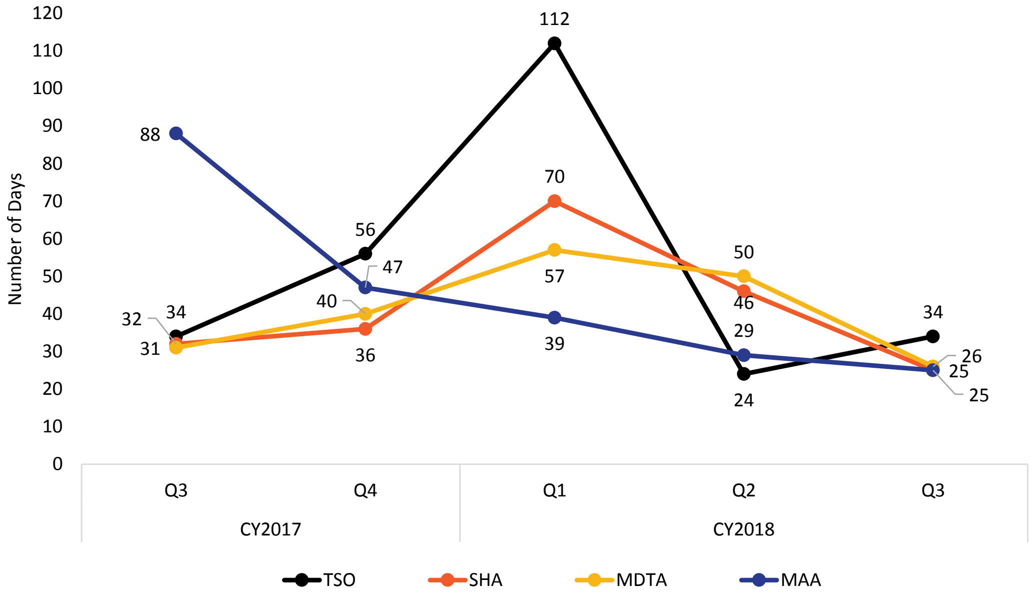
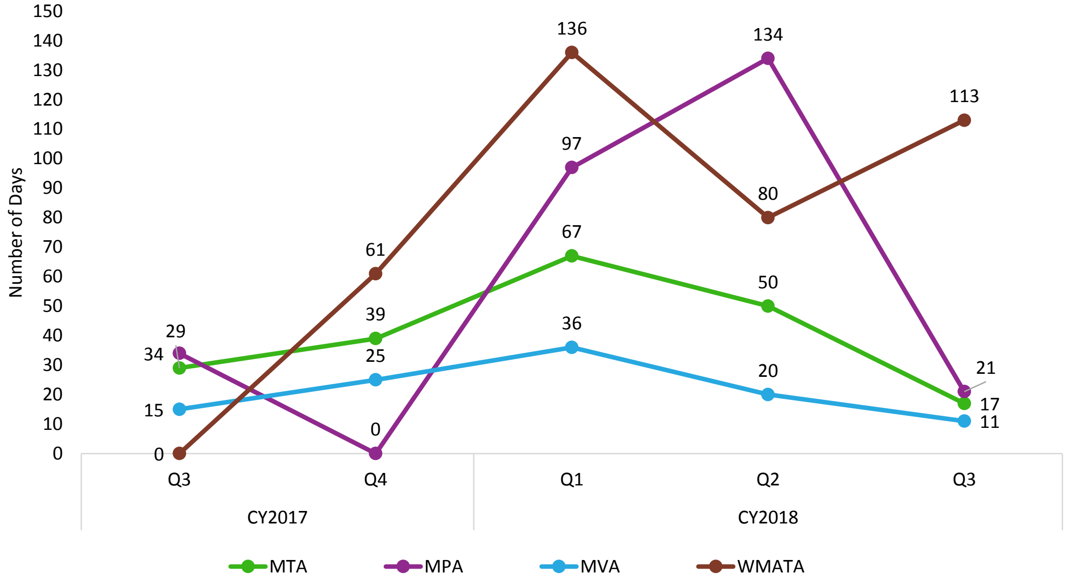


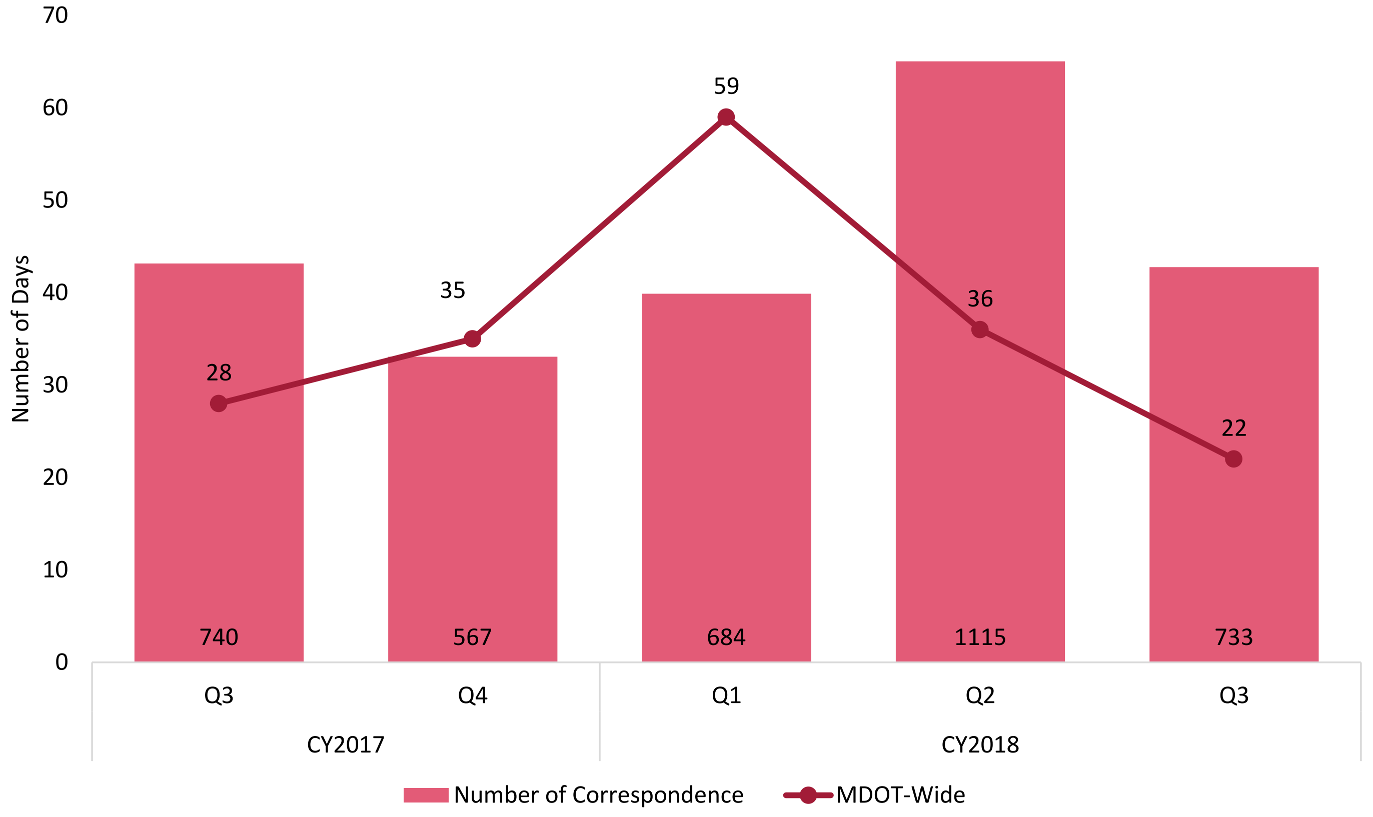
Chart 1.2A.2: Average Number of Days to Respond to Correspondence in MDOT IQ System by TBU CY2018



PERFORMANCE MEASURE 1.2A

Responsiveness to MDOT Customer Correspondence: Average Number of Days for Correspondence in the MDOT IQ System

Chart 1.2A.3: Average Number of Days to Respond to Correspondence in MDOT IQ System MDOT-Wide CY2018



TANGIBLE RESULT DRIVER:
Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:
Richard Powers
Maryland Port Administration (MPA)

PURPOSE OF MEASURE:
To track the rate of the responsiveness to direct customer contact.

FREQUENCY:
Quarterly (Data is Monthly)

DATA COLLECTION METHODOLOGY:
Database Metrics provided by TBUs.

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE 1.2B

Responsiveness to MDOT Customer Correspondence: Percent of Customer Contact Responded to within 24 hours (One Business Day)

MDOT customers interact directly with TBUs in many ways (e.g., phone, email, letters, social media, etc.) and each have an expectation for the response time. Regardless of the contact method, MDOT is committed to ensuring a rapid and accurate response to customer inquiries, requests and issues. As such, MDOT intends to respond to customers within one business day regardless of their method of communication.

The establishment of a standard of 24 hours/one business day for response to all customer contact and achieving that goal demonstrates to customers the organization's commitment to exceptional customer service and ensures a workforce that is highly proficient in and knowledgeable about our business and focused on the needs of our customers.

The realization of this standard, while challenging given that TBUs currently use different systems for collection and reporting and have varying standards for response to customer contact, will set the organization on a sustainable path of exceptional customer service.

Analysis of existing systems, policies and procedures has been ongoing with the goal to have reportable data on customer contact from all TBUs.

For Q3 2018, MDOT was able to report on the performance of three TBUs (MVA, MTA and MDTA) related to this measure. The charts below show MDOT performance in responding to customer contact within 24 hours related to phone calls, email/web contact and social media for January through September CY2018. For Q3 2018, 72 percent of telephone contacts, 66 percent of email/web contacts and 100 percent of social media contacts were responded to within 24 hours.

MDOT continues to work on both short term and long-term solutions to develop a comprehensive approach for managing customer contact across all TBUs. The goal is to provide consistent, exceptional service to our customers in a manner that is responsive and timely. This work entails analysis of existing systems, policies and procedures and other barriers to the achievement of this measure.

PERFORMANCE MEASURE 1.2B

Responsiveness to MDOT Customer Correspondence: Percent of Customer Contact Responded to within 24 hours (One Business Day)

Chart 1.2B.1: Percent of Customer Telephone Contacts Responded to within 24 Hours (One Business Day) CY2018

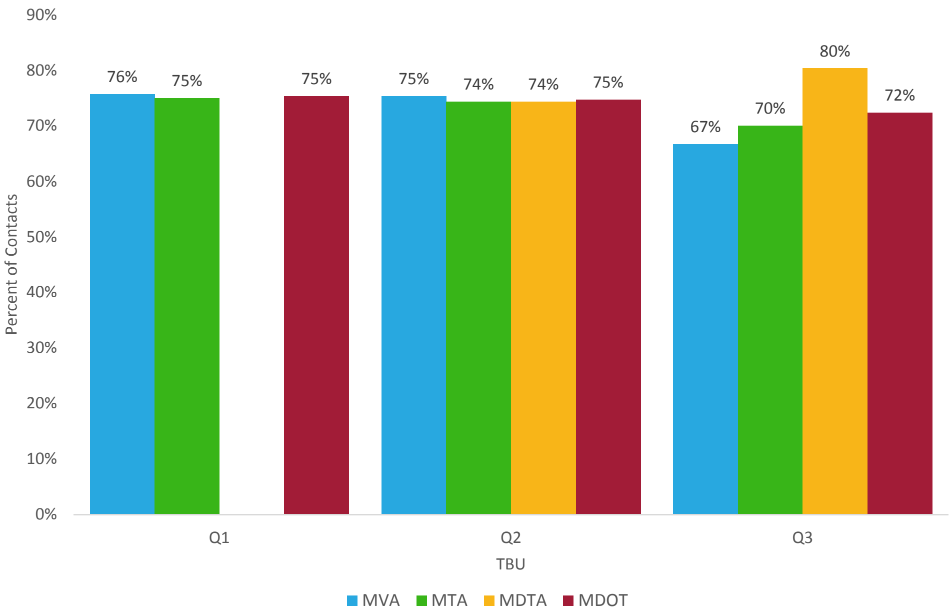
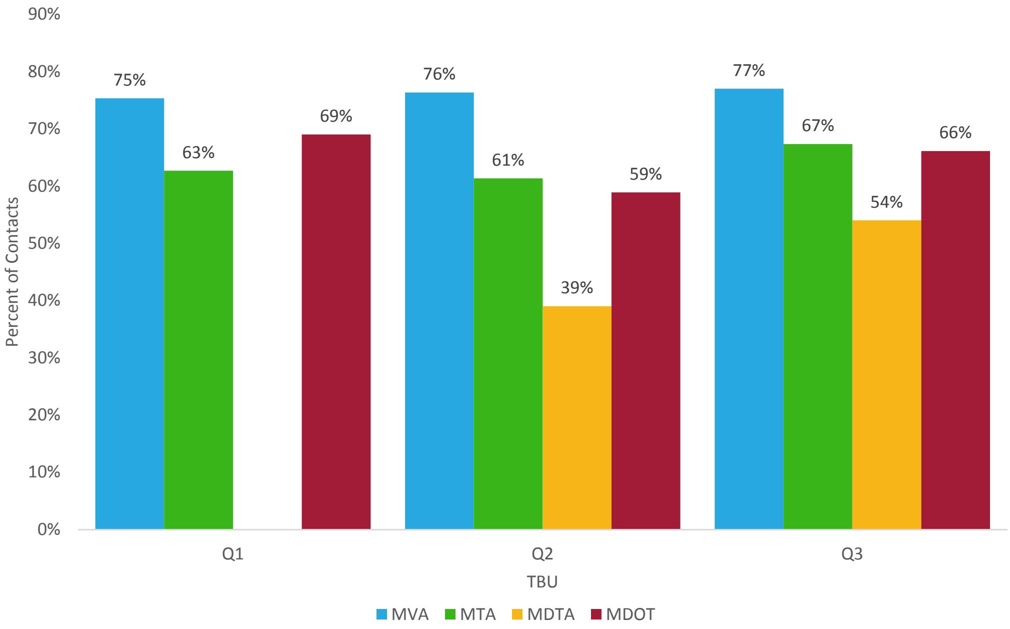


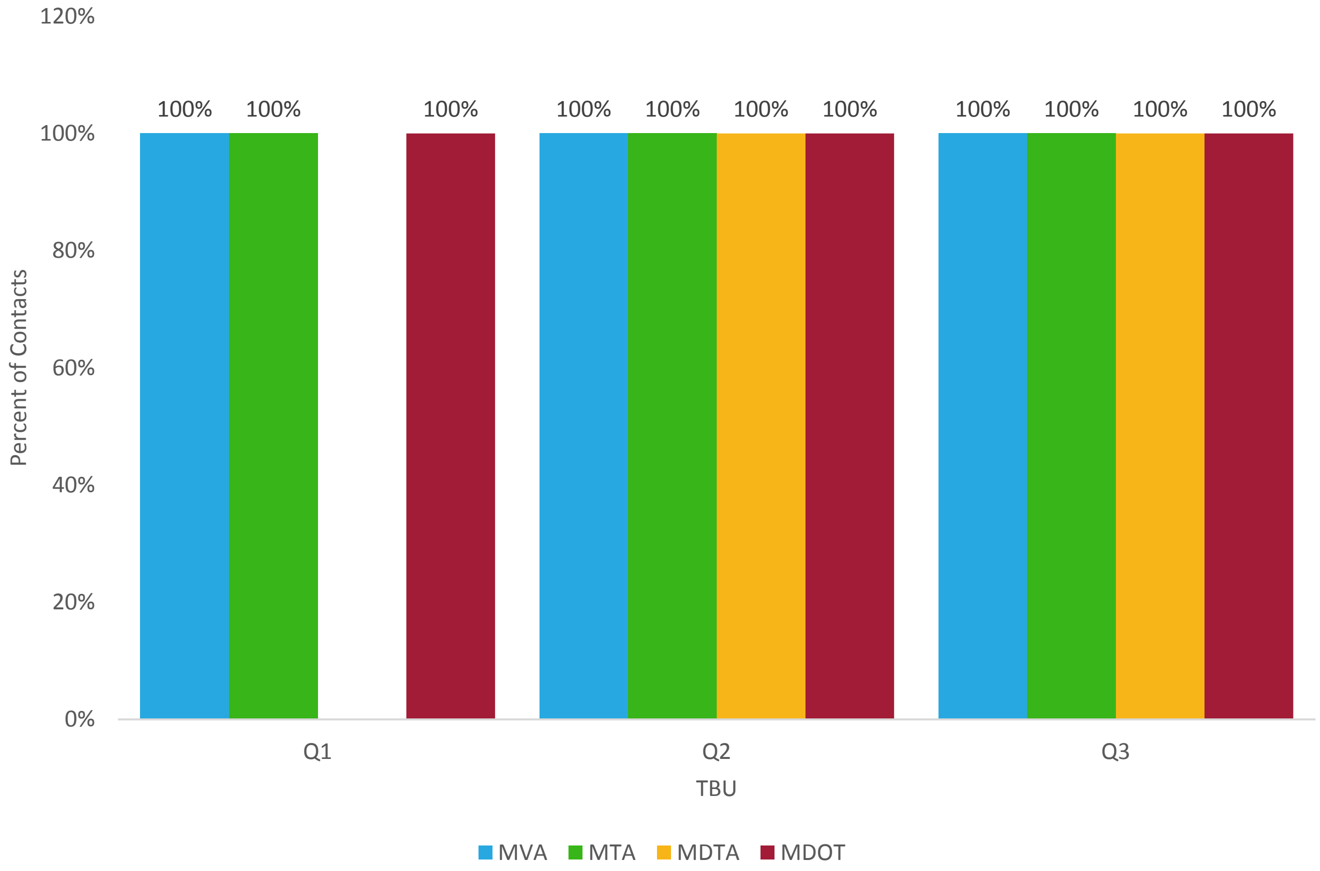
Chart 1.2B.2: Percent of Customer Email/Eweb Contacts Responded to within 24 Hours (One Business Day) CY2018



PERFORMANCE MEASURE 1.2B

Responsiveness to MDOT Customer Correspondence: Percent of Customer Contact Responded to within 24 hours (One Business Day)

Chart 1.2B.3: Percent of Customer Social Media Contacts Responded to within 24 Hours (One Business Day) CY2018



TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Darol Smith

Maryland Transportation Authority (MDTA)

PURPOSE OF MEASURE:

To identify the percentage of customers who do not connect or speak with call centers which results in them not receiving goods or services from MDOT.

FREQUENCY:

Quarterly

NATIONAL BENCHMARK:

Seven percent average sampled industry leader (no national industry standard available).

PERFORMANCE MEASURE 1.3A

Customer Satisfaction with Receiving Goods and Services: Percent of Abandoned Calls at Call Centers

Reducing the rate of abandoned calls to MDOT call centers will ensure that more customers reach MDOT to address their needs. The longer the time customers must wait before being connected to a call center agent, the higher the abandon rate. The inability of customers to connect with MDOT representatives negatively impacts their level of satisfaction with the goods and services received from the organization.

As shown in Chart 1.3A.1, for the period of July 1-September 30, 2019, the abandonment rate was 9 percent, slightly higher than the benchmark of 7 percent. This is due largely to an increase at two TBUs. In comparison to previous years, the 9 percent in Q3 CY2018 does not compare favorably to the 5 percent in Q3 CY 2017 but is lower than the 13 percent in Q3 in CY2016 and 15 percent in CY2015.

Targeted process improvements and other changes are influencing the positive results at individual TBU call center operations. Changes implemented to enhance the performance of MDOT call center operations include:

- Conducting biweekly meetings with call center representatives across TBUs, and continuing a triage process to reduce call wait times;
- Revamping IVRs so that customers can reach agents or conduct phone transactions more rapidly; and
- Expanding hours.

PERFORMANCE MEASURE 1.3A

Customer Satisfaction with Receiving Goods and Services: Percent of Abandoned Calls at Call Centers

Chart 1.3A.1: Percent Abandoned Calls at MDOT Call Centers in Q3 CY2015-CY2018

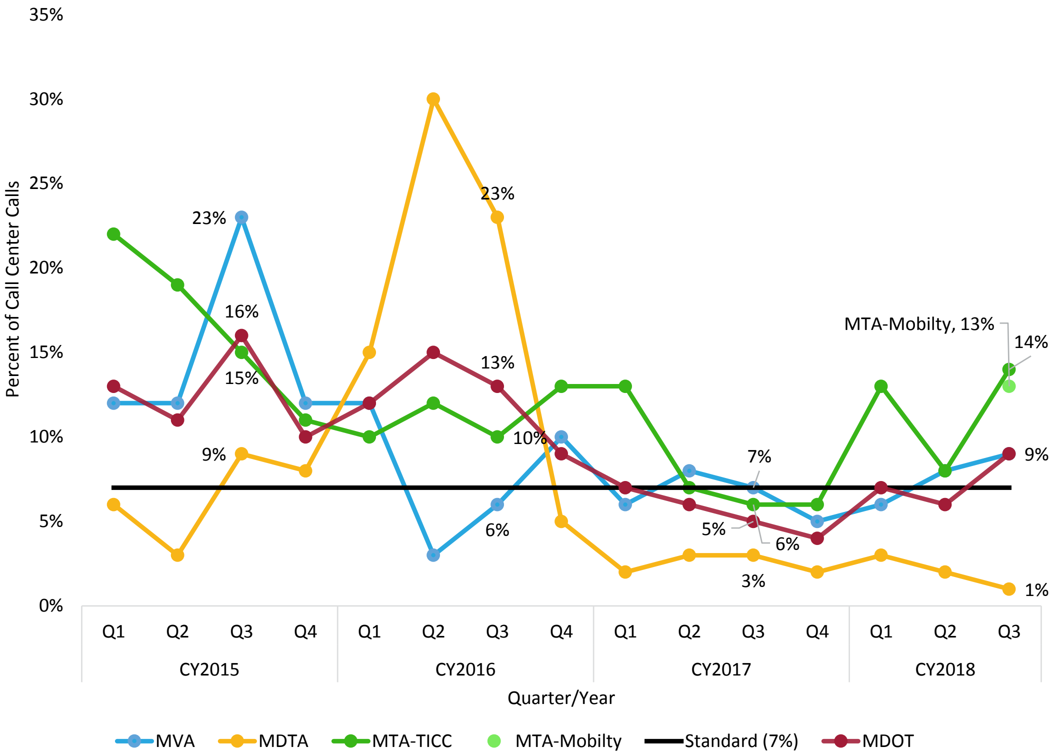
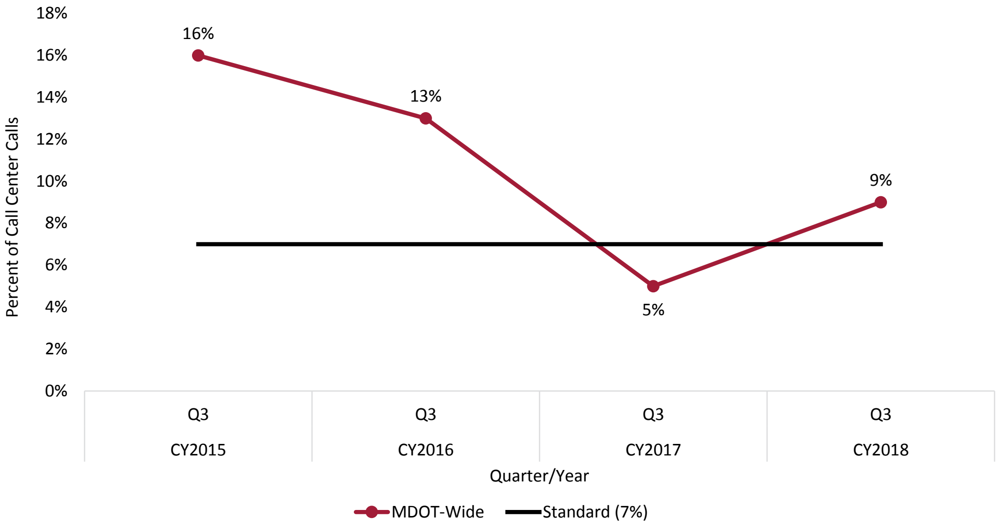


Chart 1.3A.2: MDOT-Wide Percent of Abandoned Calls at Call Centers in Q3 CY2015-CY2018



TANGIBLE RESULT DRIVER:
Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:
Darol Smith
Maryland Transportation Authority (MDTA)

PURPOSE OF MEASURE:
To collect and evaluate the time it takes the average customer to wait before speaking with the call center to answer phone inquiries.

FREQUENCY:
Quarterly

DATA COLLECTION METHODOLOGY:
Database metrics provided by TBUs on the average amount of time a caller waits.

NATIONAL BENCHMARK:
60 seconds average sampled industry leaders (no national industry standards available).

PERFORMANCE MEASURE 1.3B

Customer Satisfaction with Receiving Goods and Services: Average Call Wait Times at Call Centers

Providing consistent and responsive service to our customers is a top priority for MDOT. Reducing the time it takes for customers to reach MDOT call center representatives ensures customer needs are addressed more rapidly and increases their satisfaction with the support and overall customer service provided by MDOT. It can also identify areas of opportunity for improvement in call center operations.

The current performance result of 1:29 for Q3 CY2018 remains higher than the benchmark of 60 seconds, however, it was slightly better than the 1:30 results for Q2 CY2018. MDOT continues a positive performance trend in this critical measure of customer service.

When evaluating the same three quarter results for CY2017 and CY2016, Chart 1.3B.1 shows that the average call wait time was 1:32 and 3:47 respectively versus 1:33 for CY2018.

Targeted process improvements such as collaboration across TBU call centers, staff augmentation, adoption of best practices and other operational and technology changes are influencing the positive direction for MDOT call center operations.

PERFORMANCE MEASURE 1.3B

Customer Satisfaction with Receiving Goods and Services: Average Call Wait Times at Call Centers

Chart 1.3B.1: Average Call Wait Times at MDOT Call Centers in Q3 CY2015-CY2018

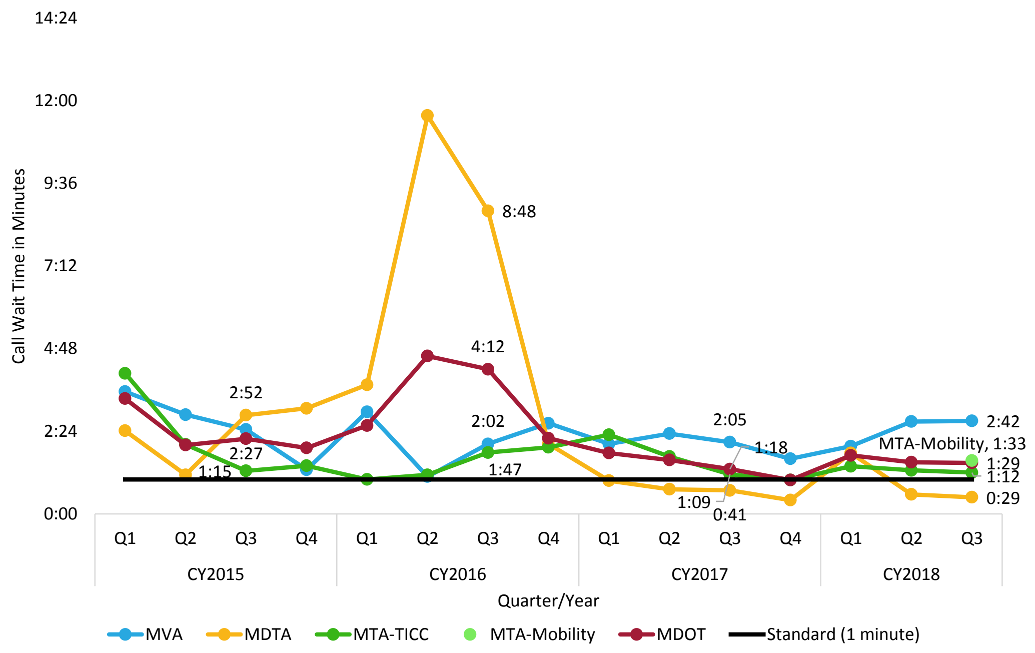
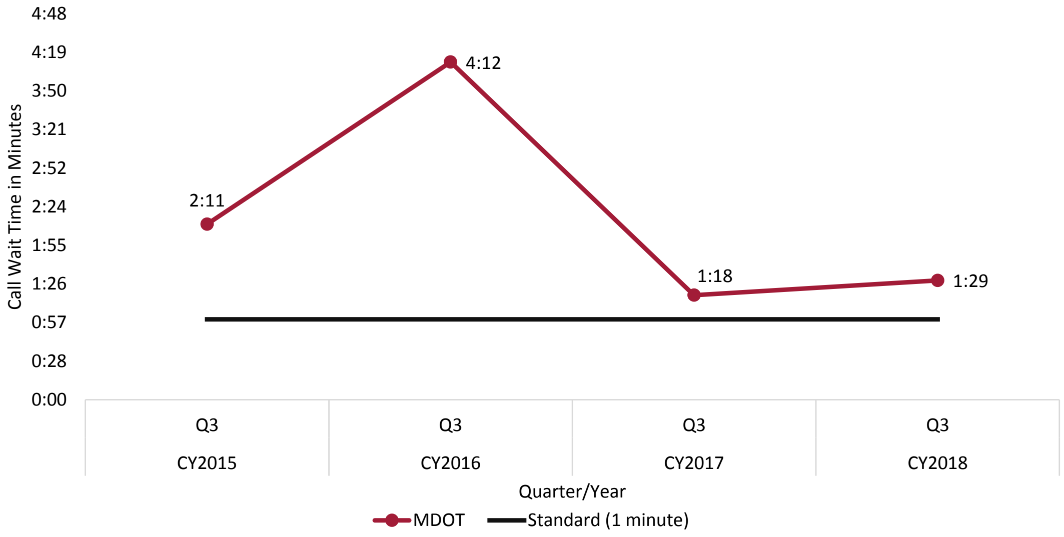


Chart 1.3B.2: Average Call Wait Times at MDOT Call Centers MDOT-Wide in Q3 CY2015-CY2018



TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Darol Smith

Maryland Transportation Authority (MDTA)

PURPOSE OF MEASURE:

To assess customer satisfaction with call centers in resolving call inquiries.

FREQUENCY:

Quarterly

DATA COLLECTION METHODOLOGY:

Phone survey of call center customers.

NATIONAL BENCHMARK:

82 percent average sampled industry leaders (no national industry standard available).

PERFORMANCE MEASURE 1.3C

Customer Satisfaction with Receiving Goods and Services: Level of Satisfaction with Resolving Call Inquiries at Call Centers

The level of satisfaction with resolving call inquiries is an indicator of whether MDOT is meeting customer expectations. MVA is currently the only call center that has a data collection mechanism for this performance measure.

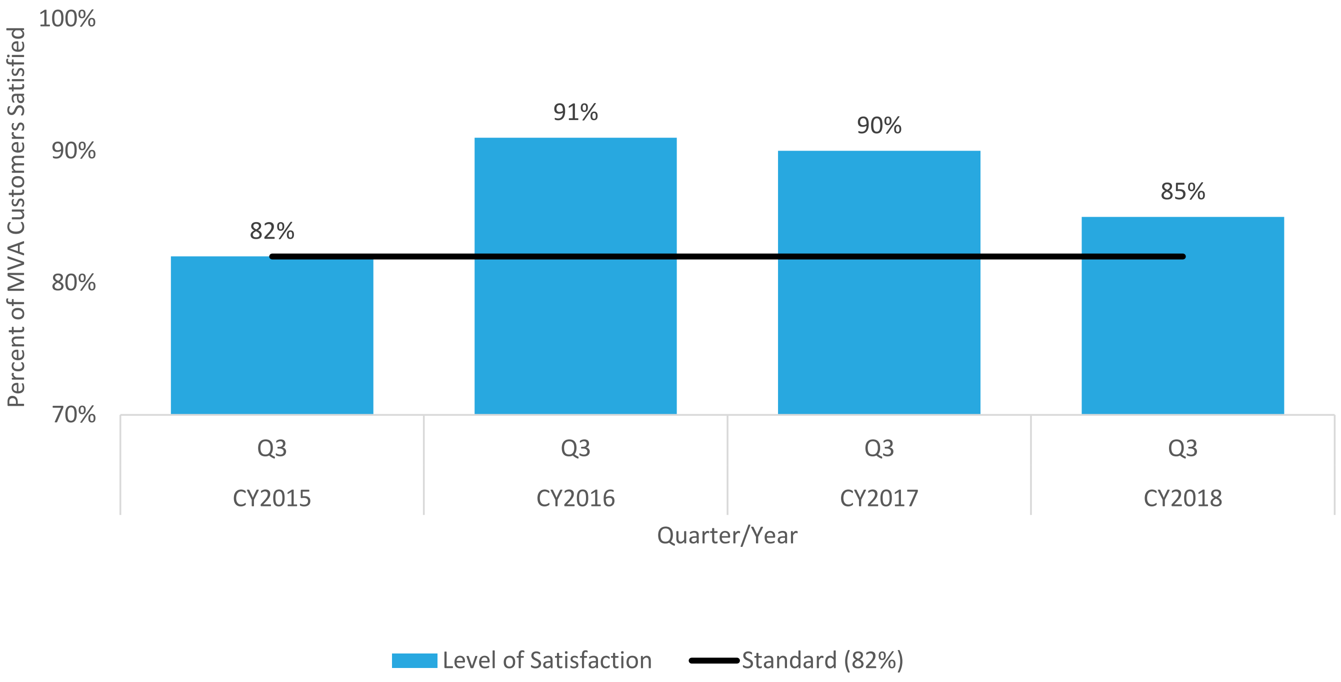
As shown in Chart 1.3C.1, for Q3 CY2018, MVA achieved 85 percent average level of satisfaction with resolving call inquiries which is favorable to the benchmark of 82 percent. The average level of satisfaction is slightly lower in comparison to the same period in CY2017 where the average level of satisfaction was 90 percent and higher than the same period in CY2016 where the average level of satisfaction was 91 percent. CY2018 continues to track above the benchmark.

A focus on process improvement and other changes is influencing the positive results at MDOT call centers. We continue to work on a mechanism to capture customer satisfaction for all TBU call centers. Changes to the MVA call center to enhance customer service and performance include consolidating call center operations, expanding hours and implementing a call triage process to reduce call wait times.

PERFORMANCE MEASURE 1.3C

Customer Satisfaction with Receiving Goods and Services: Level of Satisfaction with Resolving Call Inquiries at Call Centers

Chart 1.3C.1: Level of Satisfaction with Resolving MVA Call Inquiries in Q3 CY2015-CY2018



TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Sabrina Bass

The Secretary's Office (TSO)

PURPOSE OF MEASURE:

To better determine how satisfied MDOT customers are when interacting with MDOT representatives.

FREQUENCY:

Annually

DATA COLLECTION METHODOLOGY:

Data was collected through a telephone survey conducted by the University of Baltimore.

NATIONAL BENCHMARK:

N/A

PERFORMANCE MEASURE 1.4

Customer Satisfaction with Interactions with MDOT Representatives

Ensuring that every customer contacting MDOT has access to knowledgeable, professional and courteous MDOT representatives improves the overall customer experience and builds trust in the organization and its products and services.

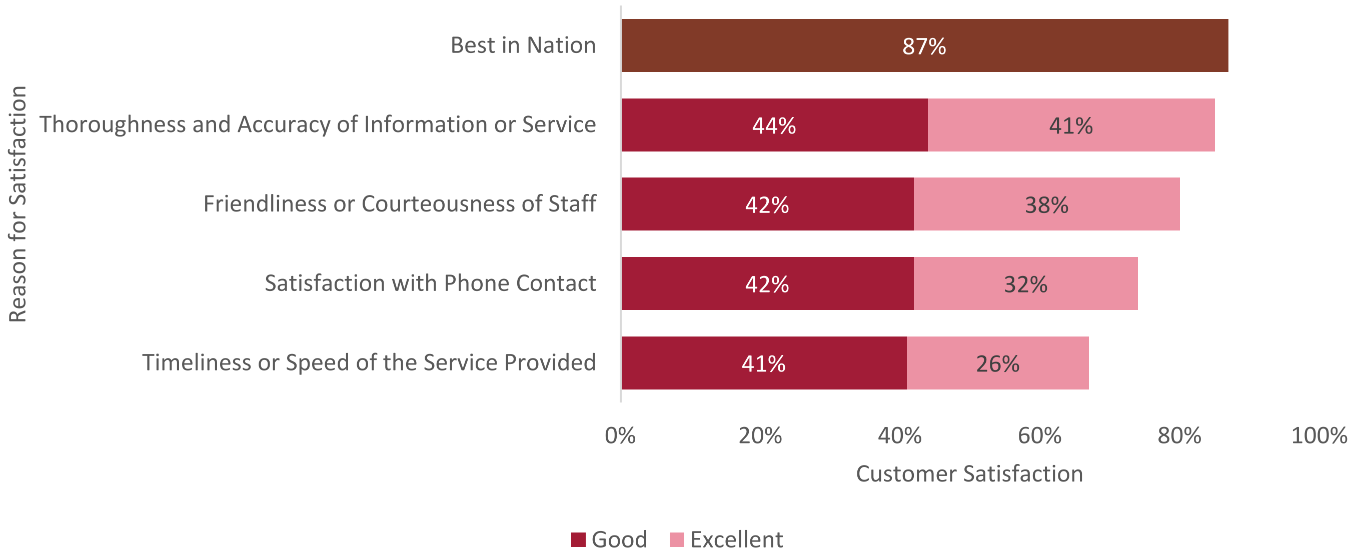
The Schaefer Center for Public Policy at the University of Baltimore conducted a survey to gauge the satisfaction with and opinions of MDOT services across the State. Chart 1.4.1 shows that 80 percent of respondents believed MDOT personnel provided friendly and courteous service, 85 percent rated the thoroughness and accuracy of information provided by MDOT representatives as good or excellent and 74 percent of respondents who contacted MDOT by phone were satisfied or very satisfied with their experience. The survey, however, revealed the need for improvement in the timeliness in our services with 67 percent of respondents rating the speed of service provided as good or excellent.

MDOT continues to implement strategies to improve customer service. Each TBU has a customer service plan that includes mandatory customer service training for all employees, which aligns with the Governor's statewide customer service initiative. The results will be used to enhance training and improve customer service provided by MDOT representatives.

PERFORMANCE MEASURE 1.4

Customer Satisfaction with Interactions with MDOT Representatives

Chart 1.4.1: Customer Satisfaction with MDOT Representatives CY2017



TANGIBLE RESULT DRIVER:
Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:
Lindsey Franey
State Highway Administration (SHA)

PURPOSE OF MEASURE:
To show how satisfied MDOT customers are when interacting with the website and the usefulness of the information.

FREQUENCY:
Annually (in April)

DATA COLLECTION METHODOLOGY:
On-line survey

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE 1.5A

Percent of Customers Who Felt MDOT Websites Met Their Needs

Customers expect 21st century interactions with MDOT. Improving the quality of MDOT websites ensures customers have access to information, can request services and process transactions at their convenience. This further enhances the level of customer service provided by the organization.

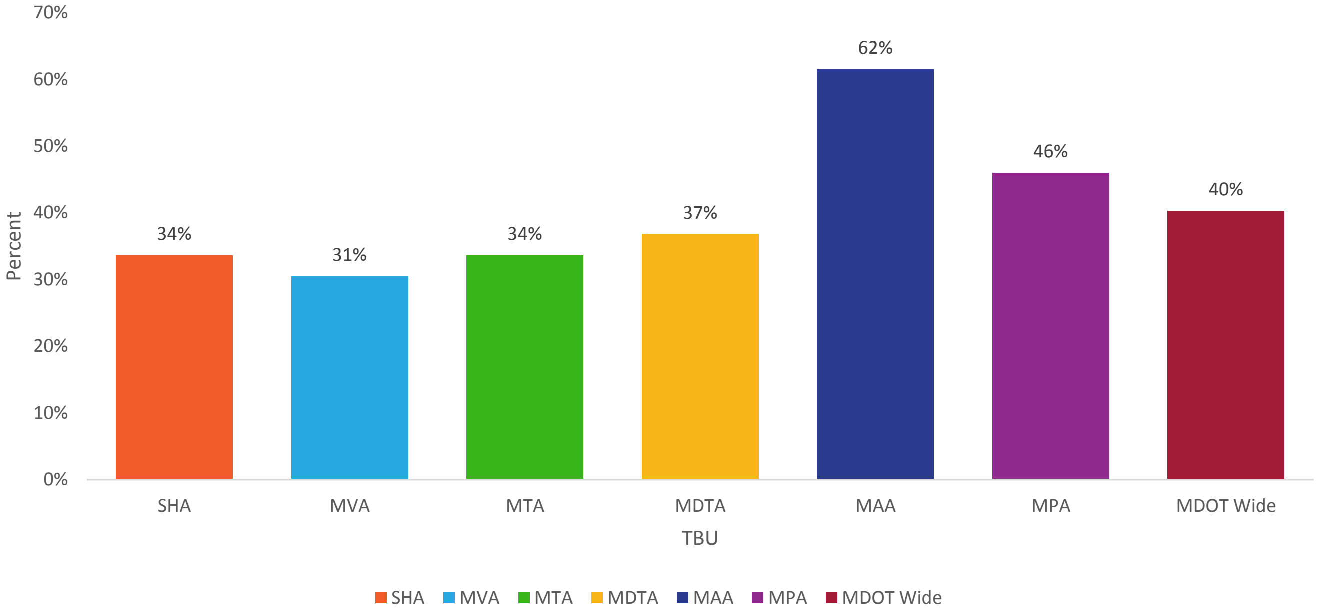
For CY2017, an MDOT survey was placed on each TBU website to gather feedback from customers regarding their satisfaction with MDOT websites. Results from the survey revealed that customer satisfaction on MDOT websites meeting their needs ranged from 30.5 percent to 61.5 percent.

To ensure continuous improvement, representatives from each TBU met to discuss survey results and to develop strategies to ensure MDOT websites meet the needs of customers. The working team has reviewed survey data and implemented survey modifications to obtain more precise data. CY2017 survey results indicated that MDOT websites were difficult to navigate, not mobile device friendly, and that it was difficult to locate basic information such as contact information or hours of operations. Customers also expressed concerns about technical jargon, difficulty finding job notices and expressed that TBU websites are in general not user friendly. Each TBU is making strides to improve their websites, including adding functionality for mobile devices.

PERFORMANCE MEASURE 1.5A

Percent of Customers Who Felt MDOT Websites Met Their Needs

Chart 1.5A.1: Percent of Customers Who Felt MDOT Websites Met Their Needs CY2017



TANGIBLE RESULT DRIVER:
Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:
Lindsey Franey
State Highway Administration (SHA)

PURPOSE OF MEASURE:
To show how satisfied MDOT customers are when interacting with the website and usefulness of the information.

FREQUENCY:
Annually (in April)

DATA COLLECTION METHODOLOGY:
On-line Survey

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE 1.5B

Percent of Customers Who Felt that it was Easy to Find Desired Information on MDOT Websites

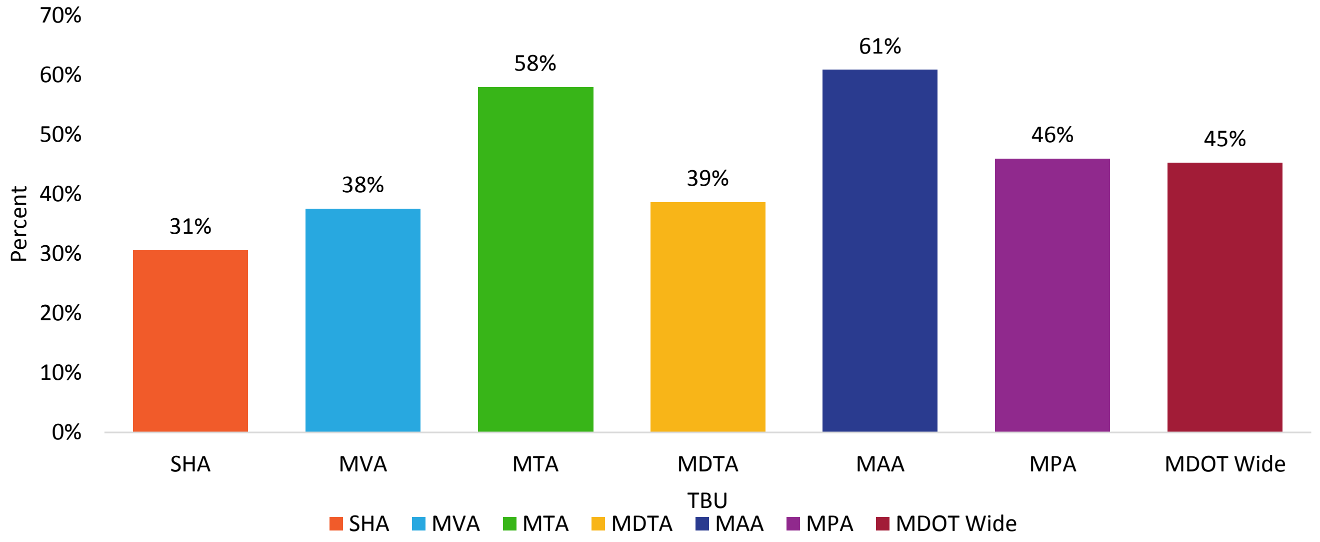
MDOT's considerable online presence enables customers to report and obtain information on our goods and services as well as process transactions. The quality of our websites is a key component in providing exceptional customer service. To improve customer satisfaction, websites must be structured, and information presented, in a way to ensure customers find what they want quickly.

Results of the CY2017 survey reveal that the percent of MDOT customers who felt that it was easy to find the information they were looking for on MDOT websites ranged from 31 percent to 60.9 percent. MDOT websites require improvement to ensure customers can easily retrieve desired information.

As mentioned previously, representatives from each TBU are working together to address survey feedback from customers and the identification of strategies to improve our websites, with focus on those issues the survey identified such as the challenge with navigation and finding basic information concerning MDOT operations. Recommendations for improvement from the working team will be shared across TBUs to ensure continuous improvement in MDOT websites.

PERFORMANCE MEASURE 1.5B

Percent of Customers Who Felt that it was Easy to Find Desired Information on MDOT Websites

Chart 1.5B.1: Percent of Customers Who Felt that it was Easy to Find Desired Information on MDOT Websites CY2017